

TRAILBLAZER

May 2018

#HappinessDay

#APAInsuringHappiness



#ReclaimHappiness

APA
Insuring Happiness

KEEP WINNING

ALSO INSIDE:

GROUP CEO'S NOTE

THE POWER OF PURPOSE

CSR



APOLLO CENTRE
APOLLO ASSET
MANAGEMENT



We always put our customers first, that's why the judges picked us first.

APA is the Most Awarded Insurer
at the 2017 Annual Insurance Awards.



Winner

- Best in Claim Settlement (Life)
- Fraud Detection & Protection
- Major Loss Award
- Training Award
- Best in Customer Satisfaction Index

1st Runners Up

- Best in Product Marketing
- Best in Product Innovation
- Best Insurance in Use of Technological Application

2nd Runners up

- Best in Claim Settlement (General)
- Risk Management Award
- Socially Responsible Corporate





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TRAILBLAZER

BY THE APOLLO GROUP

MAY 2018

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GROUP CEO NOTE

May 2018

It has been a busy and very positive start to 2018.

On Tuesday 20 March, we unveiled a new brand campaign for 2018, titled 'Insuring Happiness.' The inspiring and dynamic campaign was launched to coincide with the International Day of Happiness - a day to inspire action for a happier world.

In the recent World Happiness Report for 2018, Kenya ranked 124 out of the 156 countries surveyed - down twelve spots from last year's report and substantially below many other African countries. The annual report reviews the state of happiness in the world today and shows how the new science of happiness explains personal and national variations in happiness.

The campaign is created with all Kenyans in mind and addresses the issues, we are facing as a nation, to try and increase the state of our happiness. Creating a happier society requires action at all levels - not just from political leaders and institutions but also from individual citizens. When we do things to bring happiness to others, everyone benefits.

The ads, which are centred around the belief that "insurance is about people, not things," seeks to build an emotional connection by focusing on what matters most to people - making them happy by insuring their happiness. 'Insuring Happiness' is about life and having the security of looking after - your family, business, assets or future goals.

We at the Apollo Group aim to, no matter the circumstance, achieve, as individuals and nation, happiness by offering our customers a comprehensive range of products and services to cover diverse personal and business requirements for insurance and investments.

The campaign consists of television, radio, print and online advertising and will be rolled out over the next year.

This marketing investment is only one way that we are enhancing our customer experience. As part of our commitment to providing quality products, exceptional customer service and a modern environment with increased automation, we have invested in upgrading the General Insurance System. The system upgrade has enhanced our firm's efficiency and competitiveness by leveraging on modern and innovative technology solutions.

We constantly talk to our customers on how we can serve them better, have already implemented many of their suggestions and the remaining ones are to be rolled out in the coming months. These improvements will make the Group an even better company and will enable us to set the records and achieve the goals to which we aspire.



As we continue to seek out new opportunities, we have grown our branch network. We now have over 23 offices across Kenya and new offices include Nanyuki, Nyali, Rongai and Kitengela. This expansion strategy is a priority for us to offer our competitive products and services to the residents and business owners of these vibrant communities.

In addition, we have strengthened the team with several new hires and have continued to extend our already formidable range of products. By continuing to fortify the core of our business, we have positioned ourselves to look to the next few months with confidence and optimism.

This is a year in which we want to set records; record sales, record growth and record customer service.

We will succeed with the support, dedication and hard work of all our loyal employees. The Apollo Group has some of the best people in our industry. Through teamwork, relentless effort and solid execution, we can exceed our goals and ensure we all have our best year yet.

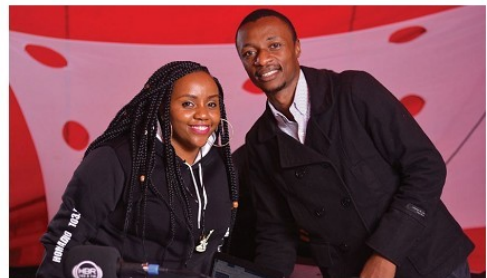
There are certainly exciting times ahead, filled with great promise, opportunity and much happiness. We can only achieve this by working together, as a team, and I would like to take this opportunity to thank you for all your hard work.

Ashok Shah
CEO, APOLLO GROUP

APA MARKS WORLD HAPPINESS DAY

The Apollo Group had much to celebrate on Tuesday 20 March, 2018 as not only was it World Happiness Day, but we also unveiled a new brand campaign for 2018, titled 'Insuring Happiness.' The inspiring campaign was launched to coincide with the International Day of Happiness - a day to inspire action for a happier world. APA has embarked on a marketing campaign to make Kenya a happier place. In the recent World Happiness Report for 2018, Kenya ranked 124 out of the 156 countries surveyed - down twelve spots from last year's report and substantially below many other African countries. The annual report reviews the state of happiness in the world today and shows how the new science of happiness explains personal and national variations in happiness. And what better way to celebrate and launch great campaign than by bringing much happiness to all our staff, customers and partners, than by hosting an open day at the Apollo Centre in Nairobi. The guests enjoyed free medical check-ups and car clinics. HomeBoyz Radio broadcasted live from the party during the day and lots of fun and games were around for all including, inflatable slides, trampolines, football, pop corn and candy floss!

It truly did make everyone very happy!



Tips on Financial Management

Take financial control

Adopt principles for good money management and financial freedom will become a reality.

Financial freedom for you and your family doesn't just happen - you have to be motivated, disciplined and you have to have a strategy. No matter how small your bank balance, control of your finances is within your reach. Begin with these small steps and make your financial worries a thing of the past.

Knowledge

There is no substitute for knowing the facts. So, educate yourself and know your own specific financial situation. Financial knowledge can be obtained through the media - newspapers, TV, radio and online. You can also talk with a financial adviser at Apollo Asset Management. They will be able to guide you on investments. It makes total sense to become informed and to understand the processes that can enrich or impoverish our lives.

Goals

We all dream and have goals and this requires that we plan and budget. Goals could be long term for example, to retire with enough to live on comfortably, medium term for example to be able to pay for a child's education or short term for example to budget effectively to control your spending in order to establish a healthy saving pattern. Take a close look at your own goals and work out the financial implications. With realistic goals to strive for, financial discipline and self control become much easier.

Honesty

In good money management, honesty means being committed to a realistic budget that will help you achieve your goals. Honesty means addressing your needs and your areas of weakness. It means facing facts. Take care not to be over-indebted. Are you free from debt but unable to achieve your goals due to lack of commitment? You can change your habits and achieve your goals, but it requires an honest look at yourself. Only if you are honest about your shortcomings, will you be able to overcome them!

Discipline and self-control

Financial freedom does not mean having unlimited money. It means managing what you have in such a way that you are free from worry, guilt and fear. Applying discipline where it is required reaps great rewards. Learn to say 'no' to yourself and your family. Self discipline is easier for people who have clear goals and a plan on how to achieve them. Relook at your goals regularly, apply discipline and self-control and you stand a very good chance of realising your dreams.

Compassion

Acquiring wealth can be a worthwhile goal but on its own it may not bring satisfaction or fulfilment. True happiness comes from using our resources - whether money, energy or talent - to make a positive difference to the world around us. By using your wealth to help others, you will find that the value of your money far exceeds its spending power. For example donating to charities, giving someone else a leg up or putting some back into the community you grew up in. It makes the world a better place and you a better person.

“
Acquiring wealth can be a worthwhile goal
but, on its own, it may not bring satisfaction
or fulfilment.
”

FROM KNOWN TO UNKNOWN

By Judith Bogonko - Group Head of Customer Service



It is said that customers do not leave companies because of the great service of their competitors, but because of the poor service of the companies' that they are with. Customers join companies because of quality products, great value or a compelling brand but will leave the same company if it fails to deliver on customer service. The barriers to switching from one company to another have gone down significantly in recent years. So how can companies keep their customers? It's simple really. Just deliver on the promises made.

If it is that simple, why do we have numerous customers complaining about service from different organisations every day? Is it because we overpromise to attract the customers then when the rubber meets the road we are unable to come through? From engagements with different organisations, you find that it is a myriad of things. Systems fail or make a process longer than it should be, clients' details get jumbled up, products fail to meet expectations, payment approvals delay because those with authority get caught up with other tasks, front line staff may not be appropriately equipped to respond to client queries, etc. The list is endless and I am sure you can easily add more to the above.

Looking at this, it feels like delivering great service is a herculean task. There's need for seamless working of the products, processes, systems and people for consistently great service to be achieved. But just like a math problem, start with the known to unknown; the easy bits to the hard bits... so what

role can you play? What can you do within your locus of control to make the customers' life easier, better? What is the 'known' in your space?

We can design great products and develop/purchase top of the line systems but, if the staff do not see the need to give every client a great experience, then great customer service will be a pipe dream for the organisation.

Until we have 100% customer satisfaction, we must strive to improve. Until we have all our clients renewing with us and referring us to their networks, we must strive to improve. Until all the clients you serve indicate that they are 'very satisfied', you must strive to improve. The power to make this Group the best in the world in customer experience is in your hands. Unbelievable but true. What will you do with it?

“ We can design great products and develop/purchase top of the line systems but, if the staff do not see the need to give every client a great experience, then great customer service will be a pipe dream for the organisation. ”

THE POWER OF PURPOSE

By Gerald Mwangi - Head of Operations APA Uganda



Meet Johnson Kakaire

Any team is the sum of the players in it. The courage and strength of the individual transmits to the others, giving them focus and encouragement to continue to work harder to achieve the goals that are set out before them.

Today we would like to highlight one player for his determination and perseverance, which epitomises what APA is about. He is a valuable team player in our Uganda office who continually works hard and strives for excellence.

Meet Mr. Johnson Kakaire.

Mr. Kakaire not only has the tag of the best dressed man in the APA Uganda office, but he is also known for his work ethic and can-do attitude.

KJ as he prefers to be called, joined APA in March 2012 as an office messenger/dispatch officer. In no time, his commitment, positive attitude, professionalism and love for his job was recognised by the APA family and he was encouraged to take advantage of the study opportunities offered by APA to learn more about insurance.

He started off by studying the basics with COP from the Insurance Institute of Uganda and he passed with flying colours. Once he had a taste of the success, he did not stop. He pursued CII certification and passed the certificate level. He is currently now pursuing a diploma in insurance in the CII course. It is this commitment to his work and his studies that earned KJ a promotion to the underwriting department.

KJ is the newest member of the underwriting team of Uganda. His success has motivated the rest of the APA Uganda team and we hope you too will be motivated by his story.

General description of yourself?

I am a father, a husband and a hardworking, team player at APA who is focused, goal oriented, a positive thinker with a “yes we can” attitude and self-motivated.

Interesting facts about insurance that most people in Uganda do not know?

Interesting fact is most people in Uganda do not understand insurance hence the low insurance penetration rate of 0.7% as of December 2016 according to the IRA report. I do believe they would be interested to know that insurance has several principles by which it operates and of these I like to inform clients about insurable interest and utmost good faith, as these are what we stand on during the underwriting process.

What in your opinion is the most underrated insurance product in Uganda and why?

I would have to say Life Insurance. It is poorly understood by the vast majority of Ugandans but it is a very important policy to have.

What is your motto or maxim?

“Never underestimate yourself.”

What is your greatest fear?

The loss of my integrity, my good name.

Favourite book of all time?

The Bible

What is your greatest achievement?

In my life, my children are my greatest achievement. Professionally, it was attaining my professional qualification from CII.

Which living person do you most admire?

Barack Obama

The only thing that limits our success are the excuses we tell ourselves as to why we cannot succeed.

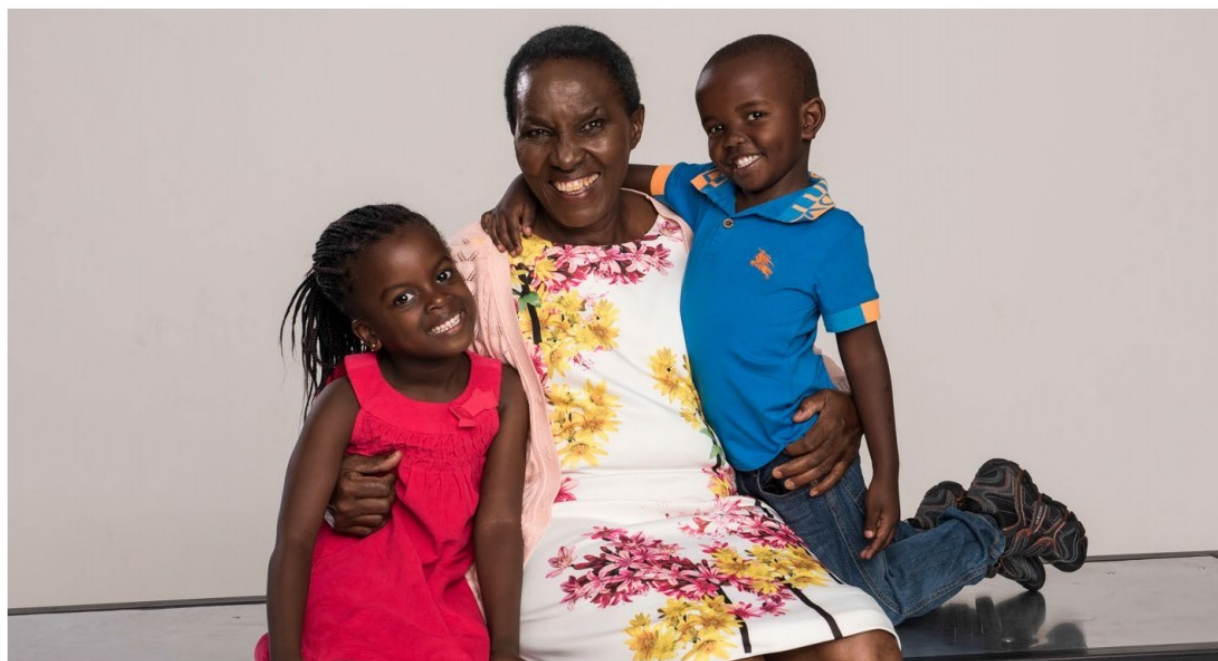
KJ has no excuses. He only has the grit and the long term vision to achieve success for himself and for the company.

Well done KJ. The sky is the ceiling.

“The only thing that limits our success are the excuses we tell ourselves as to why we cannot succeed.”

27 YEARS OF ADVENTURE

By Beatrice Nyawira - BDD Officer



Rachel Munywoki as one of our models at a recent shoot with Abby Akeyo and Shen Muiruri

Getting Rachel Munywoki or Mama Rachel, as she was fondly referred to in APA, to do this interview was not an easy task. Her time of late has been pre-occupied with activities which she lets us into. She finally slots us in on a sunny Wednesday afternoon and insists on coming to our offices at Apollo Centre for the interview. A gesture quite unique as she had to travel all the way from Mbeere, Embu County, where she resides nowadays. She walks into our offices in trendy African attire and is her usual bubbly self, insisting on saying hallo to everyone she comes across. Her laughter fills the office with every hug and high five she is giving. It took another 'waiting period' to finally get her for this sit down.

When she finally settles, she takes out her phone and boasts how she is now 'digital' with the new touch screen phone to which we both laugh out loud. The interview was more of a conversation with Mama Rachel, who is quite easy to talk to. She opens up easily and gives us a peak into her life in APA, her best moments, regrets and lessons learnt so far.

Why don't you start by telling us about your background in Insurance?

Interesting enough, I didn't start out in insurance and I had not even given insurance a thought because in those days, insurance companies were just coming up and not a lot of Africans knew about it. I started at a government organisation and joined

Apollo Insurance (Now APA Insurance) in 1990 as a typist. I steadily rose through the ranks to Assistant Underwriter and finally Business Developer till 2017 when I retired.

Why did insurance interest you and how did you get started?

As earlier said, I didn't have keen interest in insurance. I started working in 1969 at a government organisation, that is, Ministry of Labour. I was then moved to Ministry of Finance where I worked till 1980. After that, I quit to try my hand in farming and was successful for 10 years before joining Apollo Insurance (Now APA Insurance) in 1990 as a typist. The interest in insurance came in slowly so I can say it was an acquired taste.

What are some things you wish more people understood about insurance?

Insurance takes you back to the place you were before a loss. There cannot be enough emphasis on that. People and especially Kenyans need to realise that insurance is important. We cannot keep moving steps back in our businesses and finances when we get a loss which could have been insurable.

What things did you do before you entered this occupation?

She chuckles at this question before responding, "You know women are generally created to handle various occupations at a go. I was a wife, mother, typist, farmer and the list is endless."

Give us three adjectives that describe you best.

“God-fearing, hardworking, a team player and a teacher. Are those three?” She asks.

What kept you going all these years?

Of course God! You see all this joy I carry around? This is not self-made. It has come from a higher power and secondly team work. No man can live and survive alone. The love and support from my family, friends and colleagues have been my pillar.

What is the one great lesson you have learnt in life so far?

Over the years, I have picked quite a few lessons but my greatest one was listening to people before judging. I learnt this in my middle age years. I understood people are battling issues that we have no idea about. The problem with most of us is that we don't listen to understand, we listen to reply.

What was your best moment in APA?

“Rephrase that ‘moment’ with ‘moments’ since they are quite a lot,” she says. Achieving our budgets, goals and targets was always a highlight. And excelling in netball! I loved playing netball and winning our first position 1 trophy in the AKI games of 2015 will go down in my memory as one of my best moments in APA.”

“Oh, did I mention the bonuses?” She laughs loudly and everyone in the department turns to look at us.

What is different now that you are retired?

Everything. You see, your lifestyle changes completely especially if you have been working for the better part of your life like me. No more alarm clocks, no more beating traffic, no more deadlines to meet. Now, I have more time to relax and engage in activities I enjoy doing such as farming and community work.

What do you enjoy doing during your retirement?

Community work. At the end of the day it is not about what you have or have acquired or have achieved. It is about who you lifted up, who you've made better. It's all about giving back to the society.

If there is anyone who influenced your life here in APA, who was that and in what way?

Yes, some in tiny ways, others in big ways. But allow me to mention just two. One is S.J. Njoroge. When I joined APA as a typist, he kept telling me and the two other typists who I joined with, “Do not remain as typists, work hard and join the underwriting team.” This is what made me think of doing my insurance papers. I doubt Mr. Njoroge remembers this. Second is Antonine Wamban. Thinking of doing my insurance papers was not enough to her. She nudged me to fill the applications and actually sit for my COP. God knows where I would be if I still stuck to my typing qualifications seeing as they are not really relevant in this day and age.

Any grandchildren?

She laughs before responding. “A lot! I am even about to start losing count. I have 10 grandchildren and one great grandchild.” She pauses then says, “Currently”.



Rachael Munywoki and Perry Chege at a recent event

What was your greatest success?

Reaching to this retirement age is a success in itself. And I am thankful to God for that. Bringing up our children to be where they are today, priceless!

If you were to turn back the hands of time, what would you love to change or do differently?

I would study more. I have learnt that education is key. One can never be overeducated.

So, retirement. What are your plans?

“What do you call a person who is happy on Monday? Retired.” (Mama Rachel has jokes I tell you). I laugh at this and as if to drive the message home she says, “I hope to relax some more and raise my great grandchildren and pass the nuggets of wisdom I have acquired over the years to the younger ones.”

Parting shot?

How lucky I am to have something that makes saying goodbye so hard? APA has been a family that I will forever be grateful for. Thank you for making my life so memorable in those 27 years! Finally, carry this with you, the fear of the Lord is the beginning of wisdom and the knowledge of the Holy One is understanding.

“ I would study more. I have learnt that education is key. One can never be overeducated. ”

EARLY RISER

By Ann Elsie Wanjiku



Are you an early bird, rise and shine?

How many times do you get to drive the car of your dreams, or see yourself in those expensive designer shoes and clothes you have always wanted, walking towards that huge mansion you have always wished to have? I do experience this most mornings before I get rudely interrupted by my alarm clock. An alarm clock that has become the bane of my early morning existence. Nothing and I mean nothing, on this planet has been hated and loved in equal measure than the trusty alarm clock that does its duty so diligently every single day.

The truth is mornings are tough for most of us, and while we all wish we never had to go through the 5 stages of waking up, some mornings are worse than others.

**DENIAL, ANGER,
BARGAINING, DEPRESSION,
ACCEPTANCE...
THE 5 STAGES OF
WAKING UP.**

We have all evolved coping mechanisms that allow us to operate even the most complicated alarm systems in our mid-sleep

states so as to quash the rumblings, chimes, tweets or vibrations that beckon us to wake up. In most cases, even though the world moves at the same speed every night, we feel as if someone fast forwarded the night just to annoy us. At least that is how I feel. I think the difficulty of waking up in the morning is actual biological comedy. When you think about it, no one wakes up looking relaxed. We all wake up looking haggard with the exception of the slay queens.

Growing up, my mother always told me that the earliest bird catches the worms. I always wondered if birds also have the same challenges as we do waking up. Like most of us, those were words that adults used to say, much like “Work hard in school” or “Education is the key to success”, phrases that did not really mean much to me but were a staple for any African child growing up.

“The early bird catches the worm” was first recorded in proverbial lingo by John Ray’s. Guess when he said this? In the 1670s! I always wondered what would make people wake up early back then? Why is this phrase still relevant all these years? Does that mean that this early bird has never caught enough worms to date?

I have never really been a morning person, but I always wish I had the energy and vigour those characters from morning cereal commercials have.

Whenever I watch a Weetabix ad, I am usually convinced that mornings can actually be awesome; to the extent where I go to the supermarket and buy cereals intent on a fresh start towards early rising, jogging in the morning or doing a bit of yoga.

HEALTH DIGEST

Everything you need to know about hypothyroidism

By Lucy Kuria - Head Care Team



What is the thyroid gland?

The thyroid gland is a “cashew nut shaped” or “butterfly shaped” gland in the front of your neck.

This gland has been blamed for many things. On one extreme, many people blame it for excess weight gain. On the other extreme, thousands of Kenyans live with undiagnosed thyroid disease and this leads to many outpatient visits.

What is the function of the thyroid gland?

The thyroid gland produces chemicals (hormones) that regulate metabolism (i.e how the body produces fuel), digestion of food and ability of the body to repel invading germs (immune response) hence keeping the body in tip top shape. When it is overworking, one has a condition we call hyperthyroidism. When it is underperforming, we call the state hypothyroidism.

What is Hypothyroidism?

Also known as underactive thyroid or low thyroid, is a common disorder of the endocrine system. In this case, a “lazy” thyroid does not produce adequate hormones causing health havoc in the body.

What are the signs and symptoms?

- Fatigue
- Inability to tolerate cold/cold extremities
- Constipation
- Weight gain with poor appetite
- Depression
- Dry, coarse skin
- Neck swelling-occasionally
- Hair loss
- Hoarse voice
- Swelling of the limbs

Reasons why the gland underperforms

- Genetic
- Autoimmune - the body’s immune system attacks the body, rather than protecting it

- Low iodine diet
- Other predisposing causes are stress, pregnancy or even toxins in the environment

Treatment of hypothyroidism

The thyroid hormone (thyroxine) is taken in pill form to replace the action of a weak or failed thyroid gland. A pill a day usually does the trick. Often, this leads to dramatic relief from the symptoms of hypothyroidism. One is best advised to seek your doctor’s advice and follow his prescription. Natural methods, herbal concoctions, supplements and additives are to be discouraged. These may end up causing more harm than help to you. Many other medications and foodstuff may interfere with thyroid replacement medicines. Your doctor will be able to assist you to know what to do. Avoid quack practitioners and nutritionists who promise to sort your problem naturally.

Does a thyroid problem put me at the risk of thyroid cancer?

Neither hypothyroidism nor hyperthyroidism cause thyroid cancer. Although cancer can occur, it is not caused by either condition. Thyroid cancer can run in families and often it is related to nodules. These are lumps within the thyroid gland. They are seen during the thyroid scans done when a doctor is investigating the cause of your thyroid malfunction.

Tests to diagnose cancer usually include ultrasounds and a needle biopsy to draw out a few cells that are examined under a microscope for cancer. The commonest type of thyroid cancer is papillary. It is curable in 95% of cases. Often this cancer is 3 times more common in women than men, especially in their 40s or 50s. The good news is that we can do something about it and almost all of these patients are cured with treatment.

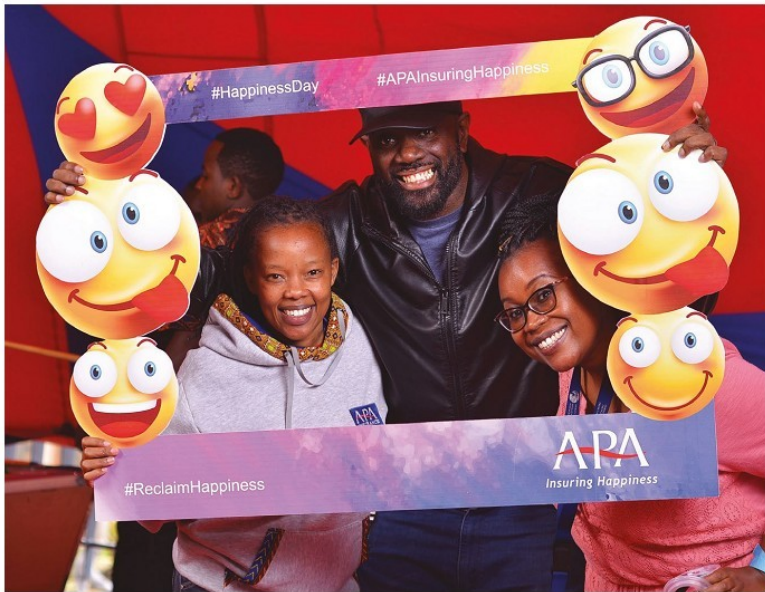
Is there any truth to a hypothyroidism diet?

Generally, there’s no specific diet. Although claims about hypothyroidism abound, there’s no evidence that eating or avoiding certain foods will improve thyroid function in people with hypothyroidism. However, adequate iodine is essential for normal thyroid function.

Any relationship between hypothyroidism and infertility?

With hypothyroidism, the thyroid gland does not produce enough hormones and low levels of the thyroid hormone can interfere with ovulation which in turn impairs fertility.

The bottom line is: If you suspect a problem with your thyroid gland or have any of the symptoms outlined above, visit your doctor. He/she will be able to examine you, do relevant tests and discover your problem. Don’t diagnose and treat yourself. If you have any of the above symptoms, don’t panic and assume you now have a thyroid problem. Visit your doctor for assistance.



APA Insurance chairman James Gitohi playing hop scotch with children from Muthaiga Primary.

WHAT FUTURE IS APOLLO GROUP PREPARED FOR?

By James Nyakomitta - GICT manager

When driving, one major concern for any driver is the ability of the driver to come to a stop when required to. If the car cannot stop when instructed to, the driver will obviously be forced to drive very slowly. The fear of hitting other motorists and pedestrians is always real and the confidence any driver wants to have is that whenever there are unexpected happenings on the road, he/she can bring the car to a stop without causing damage to third parties.

For this reason, the more precise the brakes, the faster the car can go. Put another way, if you are designing a fast car, you need to also design for it very precise brakes. The converse is true for slow cars.

The brakes on your car compares to risk management. If the Apollo Group has precise risk management practice and culture, we can as well adjust our risk appetite upwards with more confidence that whenever things go wrong, we will be able to detect and correct in time. But if risk management is not that precise, the car called Apollo will have to go very slowly since we wouldn't want to hit other motorists and pedestrians.

So, what future is Apollo Group prepared for? Have you ever stopped to think what people say about APA outside the bounds of the Apollo Centre? Are we prepared to go up the scales on the market rankings and be number one? Are we ready to be known as the insurance company that does not fear taking on huge risks? Are we ready to go to the blue waters, or do we want to remain in the red waters?



The regulator is aggressive in making changes to the playing field. Now, treating customers fairly is not just a good thing to do, it is a must. The measure of the fairness can be very fluid and this calls for changing the way we do things. Requirements on capital have also become tighter with the enforcement of risk based capital and we are likely to see more transformative changes on the regulatory front.

The market is full of disruptions and clients are becoming more demanding. Competition has gone to the next level, where service levels in the insurance company are no longer just compared with service levels of peer insurance companies. The comparison has transcended the market and the pressure has gone up. At times, clients want to even compare the quality of service in an insurance company with the quality of service in an airline company. Pressure to take on technology has also pushed the industry to the point where you either accept to be disrupted or be pushed out.

The nature of risk has also evolved. Some of the risks we deal with today did not even exist ten years ago. The changing political environment, terrorism, cyber warfare, environment changes, etc have driven the insurance industry to new levels of innovation. The point where we are, the government is going to be looking at the insurance industry as the last line of defence.

Are we prepared for this future? APA has already positioned itself in the market as a premier insurer and we need to ensure that our brakes are working well for us to go full speed into this promising future. We have over 96% of Kenyans uninsured and the opportunity for growth is big. But we need the brakes to go far and fast and the brakes are made up of all the stakeholders; you, me, everyone.

Think about one person who has seen a crocodile and another who has never seen a crocodile. The person who has seen a crocodile knows the potential threat the crocodile poses to the community. The person who has not seen a crocodile can opt to say, "I have heard people say that there are crocodiles in the neighbourhood and that they are dangerous, so let's take care". He can also opt to say, "I have never seen a crocodile, so I don't think they are harmful". Think about it, the crocodile you have never seen is the one that might eat you up one day. It is our joint responsibility to protect Apollo from crocodiles, both those that we have seen and those that we have not.

We can and we will make Apollo into that strong brand that is standing strong at all times.

I can assure you my jogging outfit is still in its supermarket packaging somewhere in the back of my closet never opened, never tested.



I have set more than 5 alarms on my phone, with different creepy ring tones, that are 5 minutes apart, so that I can keep snoozing them for like 30 minutes.

If there is something I haven't learnt all these years, is the art of waking up with a smile. Why do I always feel like waking up is the hardest decision to make every day? I normally wake up by 6:30 a.m. but I am not quite sure how the minutes fly between then and 7:30 a.m. when I am rushing out like a headless chicken to get to work on time.

Based on the few books and articles I have been reading, apparently research has been done and one of the contributors of success in life is WAKING UP EARLY! Someone once said; "How you start your day affects how the rest of your day will go".

Successful CEOs said that they had to wake up really early to meditate, plan their day's activities, do some creative thinking and complete a work out session. This is because most of their day will be spent on meetings, phone calls and responding to

emails. Early morning hours are in their control and need to be utilised effectively before the rest of the world can step out of their beds.

While the rest of us are still snoozing our alarms for 30 minutes, Apple CEO Tim Cook wakes up at 3:45 a.m. to read and respond to emails, just because he loves what he does and does not regard it as work. Disney CEO Bob Iger gets up at 4:30 a.m to read, while Warren Buffett wakes up at 5:45 a.m. and starts his day by reading the newspaper.

Is waking up early a recipe to artistic success? One may ask Beyonce who wakes up by 6 a.m. to pray, meditate and get to the studio. Dwayne "The Rock" Johnson gets to the gym by 4.a.m. to get an edge on the competition. Pharrell Williams starts his day by 6 a.m. and gets to the shower. Interestingly, this is where he comes up with many of his song ideas, (yes, his shower must be really awesome to elicit some creativity).

These CEOs and successful entrepreneurs definitely don't snooze their alarms, they leap out of bed very early in morning as "life is too exciting" for you to experience it while asleep! I also realised that all these exciting dreams I have every night cannot come true while I am asleep. I am not sure exactly what time our CEOs here wake up, but based on the time they get to the office, I probably think they have adopted the same trend.

I will actually have to print this article and stick it on my pillow because I still don't know if I can wake up at 4 a.m. every day. I understand that correlation does not imply causation. However, if this is one of the key contributors of success, maybe I can achieve this halfway and combine it with other keys to success. Who says we can't work from the comfort of our homes in future? What we can do for now is strive to be better as success seems to favour the early risers.

“
Early to bed early to rise makes a man healthy, wealthy and wise.
-Benjamin Franklin
”

FINANCIAL LITERACY

By Fred Mburu - CEO Apollo Asset Management



Here at Apollo Asset Management, we thrive on Financial Literacy. Our key drive is to put a smile on the face of our shareholders and this is done through maximising investor returns. In order to maximise returns, financial literacy plays an integral role in our business.

Financial literacy is the ability to understand the levels to which knowledge affects the investment decision-making process. Based on this knowledge, financial literacy has on many occasions been linked to behavioural finance. Behavioural finance combines the twin disciplines of psychology and economics to explain why and how people make seemingly irrational or illogical decisions when they spend, invest, save and borrow money.

The decision to invest is made on the basis of investors' appetite for risk and return. The outcome of a decision results in either gain or loss based on a particular combination of strategy and the state of nature prevailing at that time. The investor as the decision maker has no control over the state of nature that will prevail in future but they will certainly affect the outcome of any strategy that an investor may adopt. The particular decision made will depend, therefore, on the decision makers' knowledge or estimation of how a particular future's state of nature will affect the outcome of each particular strategy. Effective decision-making requires better insight and understanding of human nature on a global perspective. Apart from sharp financial skills and ability to gain best out of investments, positive vision, foresight, perseverance and drive are a must for an investor to be successful in his investment decisions.

There are key determinants that influence the investing decisions and this will eventually lead to the general investment behaviour of these individuals. This will include, but are not limited to the herding effect, risk aversion, prospecting and anchoring.

The herding effect is identified as tendency of investors' behaviours to follow others' actions. Practitioners usually consider carefully the existence of herding. This is primarily due to the fact that majority of market participants rely on collective information more than private information which can result in the price deviation of the securities from fundamental value and therefore, many good chances for investment at the present can be impacted.

Risk aversion is the reluctance of a person to accept a bargain with an uncertain payoff rather than another bargain with a more certain, but possibly lower, expected payoff. Risk averse investors would tend to postpone stock market investment till they are sure of the returns. Risk aversion can be understood as a common behaviour of investors, nevertheless, it may result in bad decisions affecting investor's wealth.

The concept of anchoring can be explained as the tendency to attach or "anchor" one's thoughts to a reference point - even though it may have no logical relevance to the decision at hand. Mental anchoring can have an effect on how people evaluate certain decisions. For example, some investors tend to believe that stocks which have fallen considerably over a short period now can be bought at a discount. This misperception is due to the fact that the investor has mentally anchored a high price for that specific stock, a type of base price acting, as a reference point. Disregarding the reason for that stock's evident drop, the anchored higher price is mentally considered its "rightful" price. The stock is therefore believed to bounce back over a certain time.

All these factors put in place over time, determine a client's appetite for risk with respect to the levels of return they should expect. With this in mind, we can help you kick off your investing with a rational mindset while helping spread the risk on your investments while achieving maximum returns.

“Financial literacy is the ability to understand the levels to which knowledge affects the investment decision-making process.”

IDENTITY

By Luisa Otieno

Everybody is looking for that something
One thing that makes it all complete
Just that one thing that makes it all so different and yet so similar
You find it in the strangest places, places you never knew it could be
Some find it in the faces of their children
Some find it in their lover's eyes
Some find it sharing every morning
Some in their solitary nights
The real voyage of discovery lies in having new eyes
I know I'm not seeing things as they are; I'm seeing things as I am
And because of that I keep looking, maybe for something that is
so near yet so far away
Everyone is looking, not many are seeing
We are blinded by our own selves, and illuminated by it
By the things we believe are true and just, by the principles we
live by
But do we care to see without a mask on; without prejudice of
what we want to see

Of course we all know the truth; we just don't want to face it
Because sometimes it's too painful, we'd rather live in limbo
Than face the face, at which we've been staring at
And we go out and celebrate as if life is perfect, pretending in
each other's faces
When all of us are falling, but we are afraid to tell each other,
Can we comprehend it all? Pieces of the unapt puzzle?
Yet we could just all support each other
Give each other a shoulder to lean on
Then it could be so much better
We are all like pieces of the coins that children break in half
for keepsakes
Making two out of one, like the flatfish
And each of us is forever seeking the half that will tally with him
And so all this to do, we are longing for and following after
that wholeness



AKI SPORTS

The annual AKI sports event was held last year which saw all our staff participate in all the competitive activities. Our staff showed up as early as 7.30 a.m. at the Kasarani Sports Stadium ready to play and compete with 12 other insurance companies.

After a long day of cheering, wins and some losses, we emerged overall winners for the 5th year in a row! We took home the winner's trophy in netball and first runners up in football, swimming and basketball.

These trophies highlight the tireless dedication of the sports teams and prove once again that only good comes from working together.

Well done to our sportsmen!



CSR

We believe that the world is beautiful when people smile

As an insurance company, we provide essential services to the community. We play a role in connecting people with each other, with other communities and key community services. The operation of our services touches on all members of the community with the potential to impact positively on their quality of life. We also operate from a significant number of properties and have responsibility to those living and working nearby as well as being a significant employer; directly employing over 400 staff.

Our relationships with the local communities we serve are therefore very important to us and are an essential part in the growth of our business. When developing our products &

services, we have a role to play in improving services for the community as a whole and not just our individual customers.

This year, all of our branches and departments have participated in various CSR activities centered on our four key CSR pillars:

1. Sustainable clean water supply to communities.
2. Empowering the youth.
3. Education and health activities.
4. Environment conservation.

Water Conservation



Sponsorship



Stacy Kavere, Best Girl (left) and Amos Basweti, Best Boy (right) proudly receive their cheque from Catherine Karimi, Chief Executive Officer, APA Life Insurance for their 2018 school fees.



Egerton University Vice Chancellor, Prof. Rose A. Mwonja (left) receives a sponsorship cheque from Meena Shah, Nakuru Branch Manager APA Insurance (right) for KShs. 250,000 for the 5th Mau-Egerton University Cross Country. This is the 5th consecutive year the company has sponsored the Mau-Egerton University Cross Country.

GALLERY – CONTINUED

Agents/Brokers Awards night at Apollo Centre – Nairobi



From left to right: Monica Karihe, Sophie Mawondo, Annelsie Wanjiku, Winnie Njogu, Joan Naibei, Eileen Kirui, Beatrice Nyawira at the 2017 Agents Awards.



Peter Kariuki of Bahari Insurance Brokers receives the award for Best in Business Mix from Daniel Mugo-APA Life.



Ajan Harkhani-A.H. Harkani receives the plaque for Best in Production 2016 from APA Insurance CEO, Vinod Bharatan.



Diren Bagrecha-Chester Insurance Brokers receives the award for Best in Profitability from John Kigochi-APA Insurance.



Jonathan marucha-Laser Insurance Brokers receives the plaque for Most Improved Producer 2016 from APA Life CEO, Catherine Karimi

Agents/Brokers Awards Night – Mombasa



Samuel Kilalo-Joroben Insurance Agency receives the award for Most Profitable Company from APA Life CEO, Catherine Karimi.



From left: Manish Solanki, Ajesh Agravat and APA Director, Daniel Ndonge.



Lebohng Thuo of Sureseeker Insurance Agency receives the award for Best in Production from James Gitoho-APA Chairman.



Abeid and Yusuf Vejlani-Vmaz Insurance Agency receive the award for Ongoing Commitment and Dedication from APA Insurance CEO, Vinod Bharatan



From Left: Mr. and Mrs. P. J. Shah, Mr. and Mrs. Hussein and Shabana Parker.



From left: Utam B. Shah, Ajesh Agravat and APA COO-S. J. Njoroge.



From left: APA Insurance Staff, Susan Mumba, Frida Namramba and Jane Nyumoo.

GALLERY

Doctor's Cocktail at Crown Plaza, Nairobi



Dr. Nyawere and Lucy Kuria-APA Insurance.



From left: Eric-Supreme Dental, Halima-Coptic Hospital and Alex Karanja-APA Insurance.



From left: Prof Macharia-Nairobi ENT, Prof J.A. Aluoch and Parul Khimasia-APA Insurance.



From left: Catherine Karimi-APA Life CEO, Edith Karimi, Dr. Stella Kubasu and Dr. Ummi-Vital Ray Imaging.



From Left: Dennis and Dr. Harun Kinyua-Absolute Dental with a colleague.



From Left: Dr. M.D. Maina, Dr. Museve and Dr. Gichuru Mwangi.

Departmental CSR

APA Life team visited St. Theresa Childrens' Home in Nakuru. The school caters for girls between the age of 2-18 that are HIV positive and others that are abandoned. The home has 50 children so far. The team spent the day with the kids and donated a printing machine for the office and other goods.



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